WHAT DOES YOUR

MWR FUTURE HOLD

Session Agenda

- **MWR Strategic Goal (People)**
- **ACTEDS**
- **Leader Development Program**

On Developing Leaders…

"…great care must be given to the design and implementation of the

leader development programs. …skills and knowledge…are by far

not the most important element. Varied job assignments coupled

with varying experiences are critical to individual development.

…leader development…requires a carefully thought out program that

mixes experience with education and training. Designing a program

to produce "pentathletes" should be a primary duty of the Army's

senior leadership…"

Source: Encl 2 "Leadership" to DACS-ZD Memorandum dated 11 Jul 2005, Subject: Implementing Instruction for Secretary of the Army Transition Team, in support of the Army vision to create military and civilian Pentathletes which established the Review of Education, Training, and Assignments for Leaders (RETAL) task force.
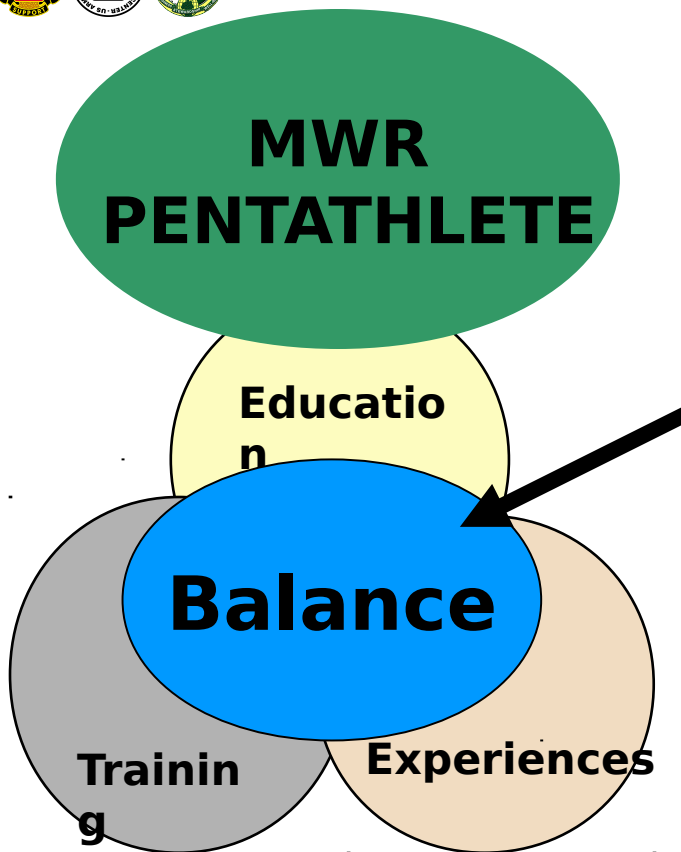
Session Objectives

- **Understand the ACTEDS guiding principles**

- **How LDP will develop "Pentathletes"**

- **Understand how the LDP will enhance your career development**

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Present and Future Requires ...

MWR PENTATHLETE

Education

Balance

Training

Experiences

Growing Army Leaders in the 21st Century "The Pentathlete"

Multi-skilled Leader

- Strategic & creative **thinker**
- **Builder** of leaders and teams
- Competent full spectrum **warfighter** or accomplished professional who supports the Soldier
- Effective in **managing, leading** & **changing** large organizations
- Skilled in governance, **statesmanship**, and diplomacy
- Understands **cultural context,** and works effectively across it

Personifies the **Warrior Ethos** in all aspects, from war fighting to statesmanship to business management… It's a way of life

Leader Attributes

- **Sets the standard** for integrity and character
- **Confident** and **competent** decision-maker in uncertain situations:
  - **Prudent risk taker**
  - **Innovative**
  - **Adaptive**
- **Empathetic** & always positive
- **Professionally educated** and dedicated to **life-long learning**
- **Effective communicator**

Transformation is Ingrained in Everything we do… Today and in the Future

Relevant and Ready…Today and Tomorrow

MWR STRATEGIC ACTION PLAN (GOAL #2: PEOPLE)

MWR Strategic Goal

- **Goal 2 (People): Recruit, develop and retain a high- performance, service-oriented MWR workforce.**
  - **2.1: Attract a quality workforce to meet changing MWR requirements**
  - **2.2: Promote employee development, well-being and retention satisfaction**
  - **2.3: Training the workforce to achieve a high-performing MWR organization (MWR Academy)**
  - **2.4: Base employee career progression on demonstrated competencies (Leader Development Program) (HRC)**

MWR Strategic Goal

- **Objective 2.3: Training the workforce to achieve a high-performing MWR organization**
  - **Promote and identify applicable professional development resources and opportunities and encourage cross-training and job rotation locally and Army-wide**
  - **Provide and identify appropriate professional certification and training opportunities**

ARMY CIVILIAN TRAINING, EDUCATION

AND DEVELOPMENT SYSTEM (ACTEDS)

Army Civilian Training, Education and Development System (ACTEDS) Plan

- **ACTEDS provides a structured, progressive, and sequential approach to employee development**
  - **Competency-based**
  - **Career progression "road map"**
- **MWR Academy provides training – centrally funded**
- **Blend of training, operational assignments and self-development**

ACTEDS GUIDING PRINCIPLES

- **Each manager and supervisor is accountable for employee development**

- **Each employee has a personal responsibility for self development**

- **MWR is committed to its personnel from entry to retirement by making opportunities available to develop, mentor, coach, and sustain employees**

- **Ensure that ACTEDS is continually updated to provide managers/supervisors the resources to actively manage IDP's for all NF3/GS5 and above employees**
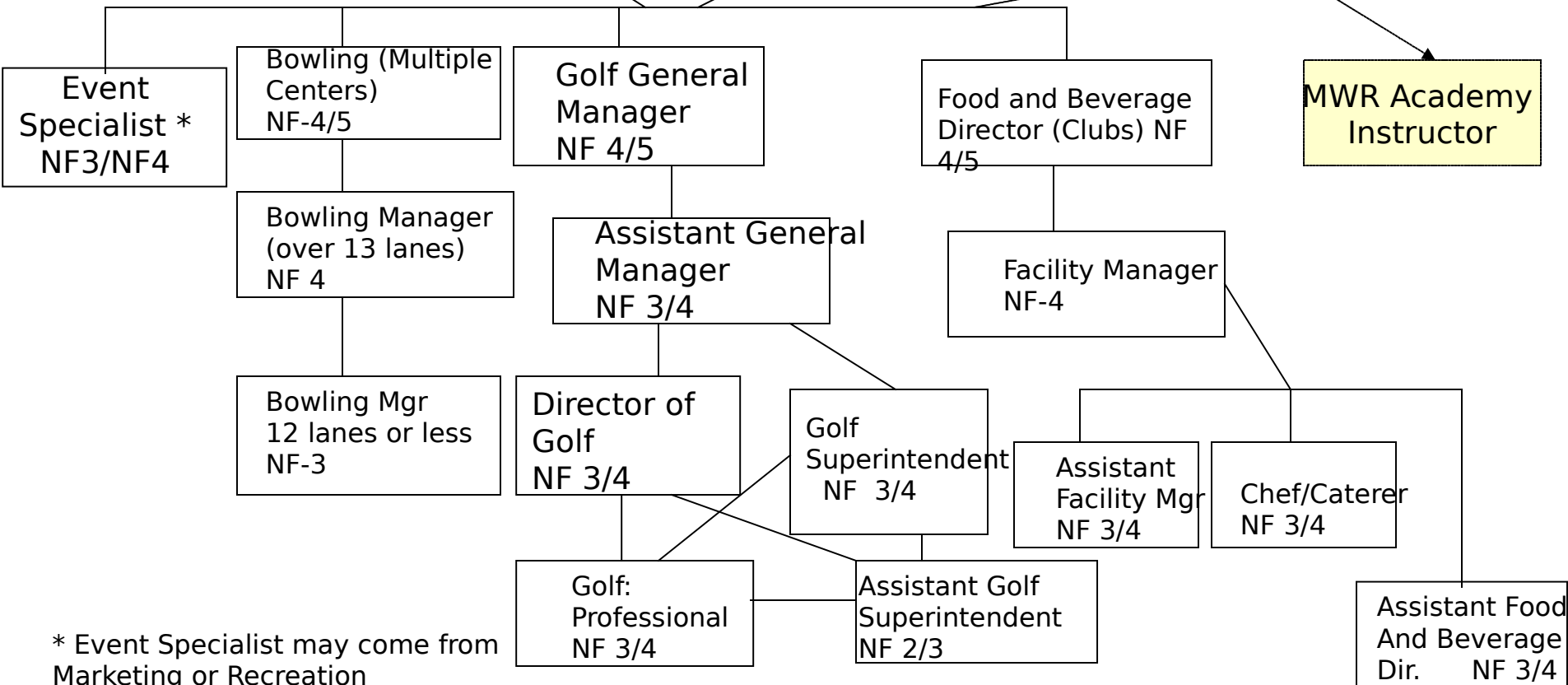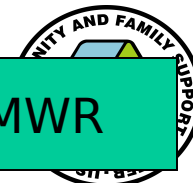
ACTEDS GUIDING PRINCIPLES

- **MWR ACTEDS Plan is the over-arching umbrella for the MWR LDP; the LDP puts "teeth" into ACTEDS**
  - **Embraces the Army MWR vision**
  - **Incorporates the MWR Strategic Plan into a continuous, dynamic system of learning and growth**
  - **Is a comprehensive, sequenced union of training, education, and professional development experiences required for career progression**
  - **Rests on a foundation of core leadership and technical competencies**
  - **Prioritizes training requirements**
  - **Employee/Supervisor involvement through Individual Development Plan process**

CFSC IMA Region & HQ Positions

Business Operations Director

DMWR

Event Specialist *
NF3/NF4

Bowling (Multiple Centers)
NF-4/5

Golf General Manager
NF 4/5

Food and Beverage Director (Clubs) NF 4/5

MWR Academy Instructor

Bowling Manager (over 13 lanes)
NF 4

Assistant General Manager
NF 3/4

Facility Manager
NF-4

Bowling Mgr
12 lanes or less
NF-3

Director of Golf
NF 3/4

Golf Superintendent
NF 3/4

Assistant Facility Mgr
NF 3/4

Chef/Caterer
NF 3/4

Golf: Professional
NF 3/4

Assistant Golf Superintendent
NF 2/3

Assistant Food And Beverage Dir.   NF 3/4

* Event Specialist may come from Marketing or Recreation

Business Programs Career Ladder

Child and Youth Services Career Ladder

DMWR

CYS Coordinator NF 04/05

CFSC and IMA HQ

CDS Administrator NF 04
YS Administrator NF 04
CLEOS Administrator NF 04

Child Development Center Director
Family Child Care Director
Training &Curriculum Specialist
CDC Satellite Site Director

NF-04

Assistant CDC Director NF 03/04

School Age Services Facility Director Training &Programming Specialist
SAS Satellite Site Director NF-04

SAS Program Director NF 3/4

Assistant SAS Director NF 03/04

Youth Facility Director Youth Satellite Site Director Training & Programming Specialist Sports and Fitness Director

NF – 04

Youth Program Director

NF – 03/04 Assistant Youth Director NF 03/04

Assistant Sports and Fitness Director NF – 03/04

CY Liaison, Education and Outreach Services Director (CLEOS)
Outreach Services Director
School Liaison Officer
Youth Education Support
Services Specialist

NF - 04

Youth Education Liaison Officer

NF - 04

LEADER DEVELOPMENT PROGRAM

LMI Study Results

- Projected wave of retirement
    - 68% of senior MWR workforce eligible to retire by 2010
    - 33% of NF-5s and GS 13-15s plan to leave/retire from MWR in the next five years
    No succession plan to replace existing key managers/leaders
- Traditional sources of retired military with MOS qualified MWR experience no longer available
- **Current workforce is immobile with little diversification**
    - 52% of workforce in place for >6 years; 32% 11 years
    - 41% of mid/senior managers have no experience outside functional area
    - 82% of mid/senior managers have experience at only one command level
    - 3% of managers have experience at multi-command levels
- No systemic plan to recruit/ "grow our own"
    - No systematic plan for Army-wide management of MWR professionals
    - Lack of career program effects overall efficiency of MWR programs

Leader Development Program

MWR must develop "MWR Pentathlete Leaders"

- **As MWR transitions to an all NAF workforce, LDP will provide**
  - **diversity in experience to enhance leader development**
  - **a ready supply of talented employees for leadership and management positions; right person, right place, right time**
  - **experience, training and education for MWR employees**
  - **assignments and promotions based on experience, competency, performance, and leadership potential**
  - **a successful career development framework and succession plan for the MWR enterprise**
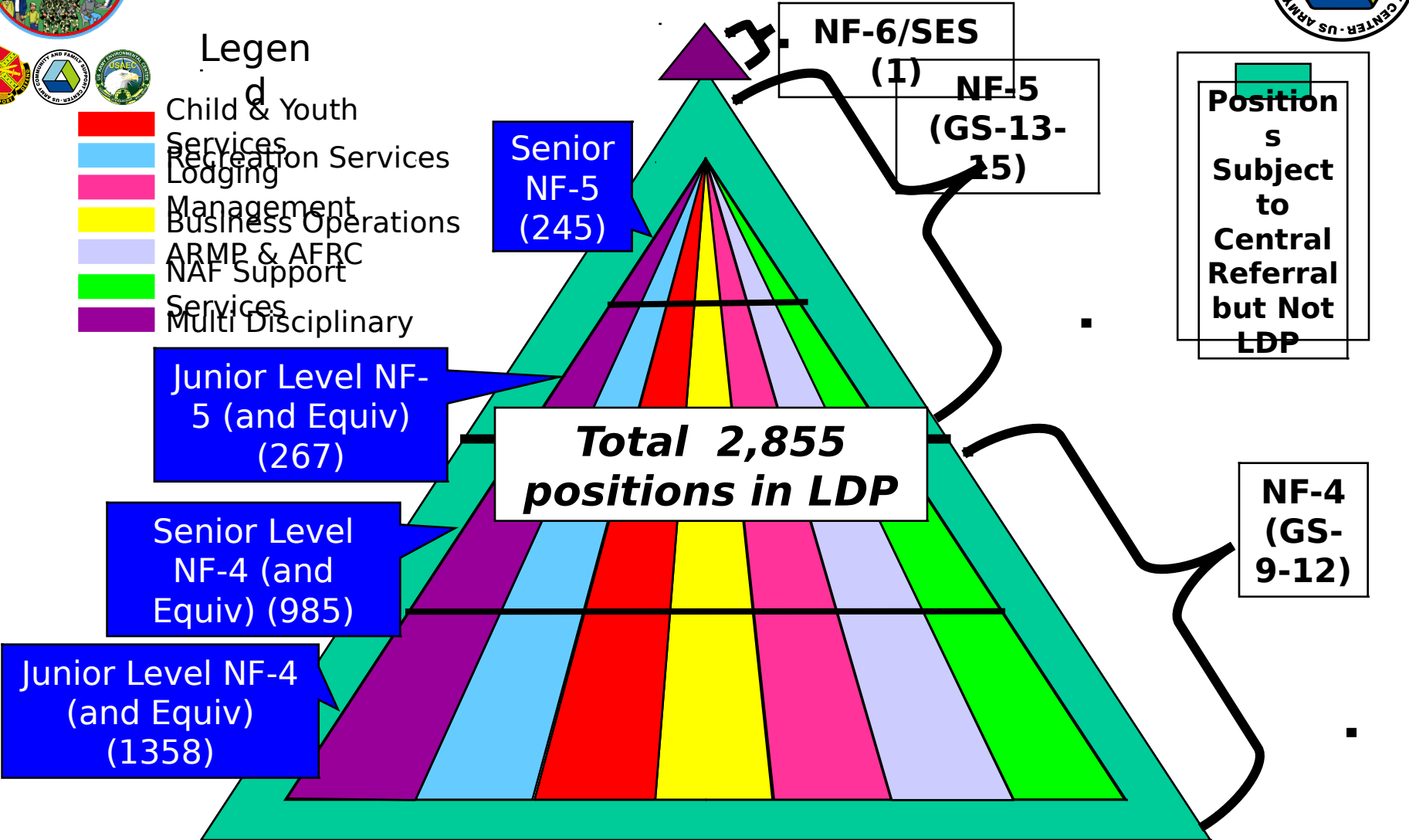
Leader Development Program

- **NF-4 and NF-5 positions (2,855 positions) in CF 51 and MWR in the following functional areas:**
  - Financial Management
  - Business Programs
  - Child and Youth Services
  - Recreation Programs
  - Support Services (Contracting, Marketing, Commercial Sponsorship, Information Management)
  - Multi-disciplinary Management (DMWR, program analysts, and other non-program specific positions)
  - Army Lodging
  - Armed Forces Recreation Centers
  - Army Recreation Machine Program

- **Within LDP, approximately 120 positions are identified as Key Senior Positions (KSP). Mobility is required as a condition of employment in KSP positions and encouraged in others. Current employees in KSP positions are "grandfathered."**
  - CFSC COO, CFMO and Directors
  - AFRC and ARMP General Managers
  - IMA HQ and Regional DMWR's
  - Installation DMWR's

Legend

- Child & Youth Services
- Recreation Services
- Lodging Management
- Business Operations
- ARMP & AFRC
- NAF Support Services
- Multi Disciplinary

NF-6/SES (1)

NF-5 (GS-13-15)

Senior NF-5 (245)

Junior Level NF-5 (and Equiv) (267)

Senior Level NF-4 (and Equiv) (985)

Junior Level NF-4 (and Equiv) (1358)

Total 2,855 positions in LDP

Positions Subject to Central Referral but Not LDP

NF-4 (GS-9-12)

LDP Key Components

Mobility:

- **Mobility is Voluntary – except for KSP's**
  - **Mobility means go anywhere Army-wide**
  - **Relocation deferments for mobile employees will be possible and authorized for appropriate reasons (e.g., Family Medical Leave Act, etc.)**
- **Mobile employees normally stabilized for 3 to 7 years**
- **LDP process will facilitate CONUS/OCONUS relocation**
- **LDP Incentives:**
  - **PCS entitlement per JTR centrally funded by CFSC/IMA HQ**
  - **Relocation Bonus for hard to fill positions**
  - **Personal Pay Protection (Garrisons will be compensated for salary fluctuation stability payments)**
  - **Employees must make a PCS move before receiving incentives**

LDP Key Components

- **Central Ranking Boards (CRB):**
  - Will meet <u>annually</u> and produce an Order of Merit List for each employee peer group considered (Sr. NF-5; Jr NF-5; Sr. NF-4; Jr. NF-4)
  - Board members: senior to employees being evaluated and will consist of representatives from the IMA HQ/Region, Installation, and CFSC and represent all functional areas
  - The board will rate and rank employees which will produce an Order of Merit List (OML)
  - Mobility status does not affect board evaluation
- The OML will be the basis for developing referral lists for vacancies
- Staffing specialists will consider position requirements and specific skills, knowledge and other qualifications desired by the hiring official
- Selecting officials will receive referral lists with at least three candidates based on a review of the top 5% of those who are qualified and available in the appropriate functional area
- **Hiring officials will make the selection from the referral list provided**
- The program will bring in "new blood" from NF-3 applicants and outside applicants for any position when there are no qualified and available candidates who meet the requirements of the hiring official
- Developmental assignments and special assignments are part of LDP
- **Qualified non-mobile employees will be considered for non-KSP positions within their local commuting area**

What Will the Board Review?

- **Employee resume as submitted in the MWR Resume Builder describing various experiences, education and training**

- **Performance evaluations for the last 3 years**

- **References (DA Form 3439) from immediate rater and past rater (if in current position less than 3 years) along with additional worksheets related to the employees competencies, behaviors and "perceived" leadership potential**

- **Competency Assessment:**
  - **How did the employee "perform"?**
  - **The competencies and common defined behaviors are standard in each functional area and based on the MWR Strategic Action Plan**

- **Indicators of Leadership Potential:**
  - **Success in current job and demonstrated potential for future management assignments**

MWR STRATEGIC ACTION PLAN GOALS

Leadership provides strategic vision and fosters a corporate culture of excellence (Leadership)

Recruit, develop and retain a high performance, service oriented MWR workforce (People)

Position MWR as customer's first choice (Customer)

Develop and implement corporate processes and practices. (Process Management)

Institute sound business practices supporting the stewardship of MWR resources (Resources)

COMPETENCIES and SUBCOMPETENCIES

Leading People
- Leadership
- Teamwork/ Teambuilding
- Interpersonal
- Leveraging Diversity
- Conflict Management
- Enable & Develop Others

Change and Continuous Improvement
- Strategic Thinking
- Leading and Managing Change
- Innovation/ Creativity
- Continual Learning
- Flexibility
- External Awareness
- Resilience

Drive for Results
- Accountability
- Decision Making/ Problem Solving
- Customer Service

Business and Technical Proficiency
- Organizational Awareness
- Resource Management
- Technology Management
- Functional Profiency
- Systems Thinking

Communication
- Oral Communication
- Written Communication
- Influence/ Negotiation

Leader Development Program
Employee Assessment Worksheet

- **Competency assessments are based on core competencies and established behaviors:**
  - **Core Competencies are :**
    - **Leading people**
    - **Change and continuous improvement**
    - **Business and technical proficiency**
    - **Drive for results**
    - **Communication**
- **Behaviors are delineated and defined by NF-4 and NF-5 pay band**
- **Employees receive an assessment in each of the core competencies based on sub-competencies and defined behaviors as demonstrated on the following chart. The rating in each area will be 1 through 5. 1&2-needs development; 3-effective; 4&5-highly effective**

Sample Competency

Communication

Exchanges ideas, messages, and information

- Oral communication, active listening, and open exchanges
- Written communication
- Influence and negotiation

Sample Competencies and Behaviors

Definitions	NF-4 Behaviors	NF-5 Behaviors
Oral Communication: Expresses facts and ideas clearly in conversations and interactions, and actively listens to others. Establishes and/or participates in open exchanges of ideas, information and knowledge.	•Express oneself effectively in one-on-one conversations and small groups. •Prepare and deliver clear, well-organized presentations. •Listen carefully and attentively to others' opinions and ideas. •Allow others sufficient opportunity to express themselves in conversation. •Encourage the open exchange of information and viewpoints. •Proactively share timely updates and information with relevant parties.	•Communicate effectively to a wide variety of audiences at all organizational levels. •Project a highly credible, polished image in presentations. •Listen actively, reflect, and summarize others' comments to ensure understanding. •Listen patiently to others without interrupting. Promote a free flow of information throughout the organization (e.g., upward, downward, and across). •Ensure that others have open access to information that may be useful to them.
Written Communication: Expresses facts and ideas in writing in a clear, concise and organized manner.	•Prepare documents or reports that clearly and accurately convey the appropriate business information. •Get to the point in written communications. •Develop and articulate a compelling position.	•Write in a constructive and professional manner. •Clearly convey subtle or complex messages in written communications. •Identify the agendas, concerns, and motivations of others.
Influence and Negotiation: Persuades persons or events, builds consensus, and gains cooperation from others.	•Select and apply appropriate influence strategies. •Promote or assert own positions and ideas with confidence and enthusiasm.	•Promote or assert own positions and ideas with bold conviction, even when faced with resistance or challenge. •Show how own positions support key business needs and priorities.

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NF-4 Sample Behaviors With Anchors

Communication Behaviors	Highly Effective (5)	(4)	Effective (3)	(2)	Needs Development (1) (NA)
Express oneself effectively in one-on-one conversations and small groups.	**Expresses ideas and positions clearly, effectively and impact fully in a wide variety of one-on-one conversations and small groups.**		**Express oneself effectively in one-on-one conversations and small groups.**		**Has trouble communicating in one-on-one conversations and small groups; may confuse the message or alienate the audience.**
Prepare and deliver clear, well-organized presentations.	**Prepares and delivers highly refined presentations that keep the audience fully engaged, convey clear messages, and have impact.**		**Prepares and delivers effective presentations that are interesting, easy to follow, and suited to the audience.**		**Prepares and delivers presentations that are not interesting or appropriate for the intended audience (e.g., too much detail).**
Listen carefully and attentively to others' opinions and ideas and encourage their participation.	**Demonstrates to others that their comments are heard by attentively listening and/or building on their opinions, ideas, or concerns during discussions.**		**Listens carefully to others' views.**		**Demonstrates poor active listening skills (e.g., ignores, interrupts, or disregards others' comments), which in turn discourages others from sharing their**

TalentView®
A Performance Management Tool for MWR

File   Edit   View   Favorites   Tools   Help

Back   Forward   Stop   Refresh   Home   Search   Favorites   History   Mail   Print   Edit   Discuss   Gate   Messenger

Address https://www.datasltn.com/wss/s_survey.cfm?QAZ=791319&TSR=421&MNM=8470247&EF=524

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Behaviors

TalentView® of Performance

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Demographic Questions : **Behaviors** : **Open Ended Questions**

Feedback for Tamar Fox:

Please use the buttons to provide ratings for the following behavior areas. For each area of behavior that you are to consider, descriptions have been provided that define performance at different levels.

At any point, you can select the "Save to Complete Later" button to save your current work and return to complete later. Once your survey is complete, select the "Submit" button.

When you make your ratings, please compare this individual's current performance with the descriptions provided. Click the button above the description that is most representative of this person's behavior. Note that the positions of the buttons allow you to choose a rating that is between two descriptions, if you feel that the person's performance falls somewhere between the two.

	○	○	○	○	○	○
1.	Consistently and proactively reaches out to others to appropriately involve them in decisions and plans that affect them.		Collaborates with others by appropriately involving them in decisions and plans that affect them.		Makes plans and decisions affecting people without involving them.	Can't Say

Done   Internet

1.	Consistently and proactively reaches out to others to appropriately involve them in decisions and plans that affect them.	Collaborates with others by appropriately involving them in decisions and plans that affect them.	Makes plans and decisions affecting people without involving them.	Can't Say
2.	Thoroughly considers industry, market, and other external business factors when making decisions.	Considers market and other external business factors affecting own area when making decisions.	Considers mostly short-term tactical issues when making decisions; fails to sufficiently consider industry, market, and other external business factors when making decisions.	Can't Say
3.	Systematically and consistently draws accurate conclusions from financial and quantitative information.	Generally draws accurate conclusions from financial and quantitative information.	Draws inaccurate conclusions from financial and quantitative information.	Can't Say
4.	Consistently provides specific feedback, coaching, and guidance on how others can improve (e.g., models effective skills, role plays tough situations).	Provides useful development suggestions, coaching, and guidance to others when needed.	Provides few suggestions, and little coaching, guidance, or advice to help others improve (e.g. does not identify and take advantage of "coachable" moments).	Can't Say

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Open Ended Questions

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Demographic Questions : **Behaviors** : Open Ended Questions

Instructions:

Written comments are optional. Your comments will appear, verbatim, in the Feedback Report of the individual to whom you are providing feedback. If the participant reports to you, your comments will be identifiable. Written comments from all other respondents will be reported as group data only and will not be identifiable unless you provide content that will enable the participant to identify you. Please keep your comments to 150 words or less.

1. **What two or three things does this person do that make him or her most effective?**

2. **What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs).**

LDP Employee Leadership Potential Worksheet

Indicators of perceived leadership potential:

- **Assessment in four critical dimensions:**
  - **Thought Leadership**
  - **Results Leadership**
  - **People Leadership**
  - **Self leadership**

- **Employee ratings in each area will be:**
  - **Clear Strength**
  - **Developing Strength**
  - **Solid Skill**
  - **Developing Skill**
  - **Area for Development**

LDP Employee Leadership Potential

Supervisor's recommendation to the Board:

- **Capable of advancing to position of greater responsibility--ready now or ready with some development**
- **Capable of managing a special program assignment**
- **Capable of lateral assignment with increased responsibility- ready now or ready with some development**
- **Correct job assignment –capable in current role or has potential to advance in the future with some development**
- **Incorrect job assignment – does not demonstrate the necessary level of competencies and behaviors required to do the job**

- **This is NOT a performance evaluation – it's a reference assessment – as an attachment to DA 3439 (Reference Check)**

Training

- **Training will be conducted before LDP is implemented**

- **NF-5'S First Quarter FY07**

…"TOMORROW'S LEADERS MUST

BE CAPABLE OF SURPASSING

THEIR COUNTERPARTS OF TODAY"

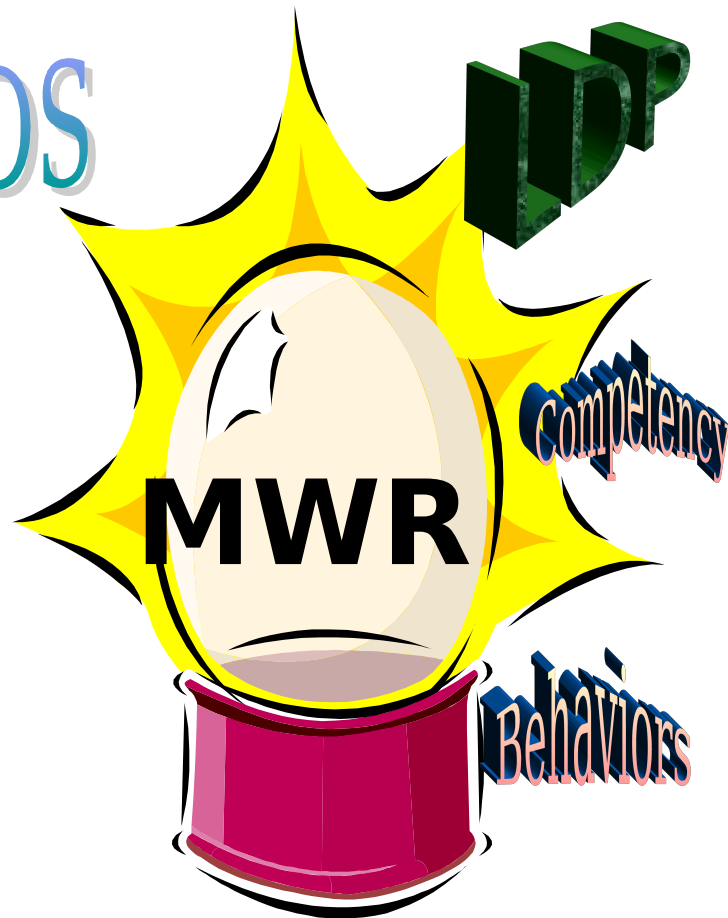**From: Review of Education, Training and Assignments for Leaders (RETAL) findings**

Definitions

- **Behaviors – How the individual performs in each of the competencies and to what degree**

- **Competency Evaluation – The characteristics and measurable patterns of defined knowledge, skills, and behaviors which underlie and drive superior performance on the job. Competencies are linked to the corporate goals and SAP**

- **TalentView® – The competency and behavior assessment tool developed by Personnel Decisions International (PDI)**

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Definitions

Leadership Potential – Perception of an individual's ability to influence, operate and improve through:

- **Thought Leadership – Thinking styles, business/financial acumen, and potential to do complex problem solving and decision-making**
- **Results Leadership – Desire for achievement, drive, initiative, energy level, willingness to take charge and persist**
- **People Leadership – Interpersonal characteristics that are foundation for influencing, building relationships, teamwork, and developing others**
- **Self Leadership – Ability to control emotions, act with integrity, take responsibility for actions, and tolerate stress**

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